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15 March 1976

MEMORANDUM FOR: Chief, Intelligence Institute

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FROM : [REDACTED]
Special Programs Officer

SUBJECT : CIA Today and Tomorrow #2-76

1. CIA Today and Tomorrow #2-76 was held from 2-4 March 1976 in the Headquarters Auditorium. A fourth day followed on 5 March for employees of the Directorate of Operations and those on rotational assignment to that Directorate. The schedules of the course and of the Directorate of Operations Day are Attachment A, and the class roster is Attachment B. The end-of-course data form is Attachment C.

2. The highlight of the program was the appearance of the new Director of Central Intelligence, Mr. George Bush, who used the occasion of CIA Today and Tomorrow to make his first major presentation to an audience of employees. Since the enrollment in the course (185) did not fill the Auditorium, additional tickets were issued to the Directorates and Office of the Director of Central Intelligence for distribution to a cross section of employees. Mr. Bush was introduced by Alfonso Rodriguez, the Director of Training. The Director's comments, which were informal and warm, were well-received.

25X1A

3. A second event assuring the success of the program was a discussion by [REDACTED], Special Counsel to the Director of Central Intelligence, on his special view of the Central Intelligence Agency and the Congress gained from his association with the select committees in their recent investigations of the Agency. His clearly sincere appreciation for the cooperation and candor of senior Agency officials during the investigations was morale-building. Both Mr. Bush's and Mr. [REDACTED]'s comments were videotaped.

25X1A

4. All the speakers except one were able to meet their commitments to appear. Carl Duckett, Deputy Director for Science and Technology, was unfortunately forced to cancel his presentation and was replaced by Dave Brandwein, Director of Technical Service.

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5. Innovations in the program included a review by William Parmenter, Director of Current Intelligence, of "World Issues Facing Intelligence." This proved a successful attempt to provide a backdrop of issues to presentations concerned with organization and process. Instead of the "NIO View of the USSR" used in the last running, we called on [REDACTED] National Intelligence Officer for China, to give an "NIO View of China." His dramatic description of his experiences in China delighted the audience. A film of the inauguration of Mr. Bush was shown as an optional lunchtime film the last day.

6. The scheduling of the course (not by the course manager) in the Ash Wednesday week disrupted the course slightly and deprived the program of two hours of instruction time. By omitting a planned film presentation, we were able to maintain approximately the same substantive content as in other runnings.

7. The Directorate of Operations Day followed the pattern of the last running with the exception of the morning session for professionals (Group A), which included a discussion of the evaluation of operations as well as of personnel management. This change was made at the request of the Chief, Plans Staff, Directorate of Operations.

8. The audience of 185 was not as well-balanced among the Directorates as in previous CIA Today and Tomorrows. The distribution was as follows:

Directorate of Administration	63
Directorate of Intelligence	33
Directorate of Operations	64
Directorate of Science and Technology	23
Office of the Director of Central Intelligence	2

9. The participants ranged in age from 19 to 61. The average age was 36. The average in years of service was 11. Grades ranged from GS-04 to GS-16 with the average of the class at GS-09. There were eight GS-15s and one GS-16. Eighty-three participants were women and 102 men.

25X1A

10. Individual comments to the course instructors were highly favorable. The oral evaluation session (conducted before the appearance of Mr. [REDACTED] and Mr. Bush) included the comment that there was more "yesterday" than "tomorrow." This was perhaps less than just since several of the speakers, especially Mr. Parmenter, Mr. Brandwein, and [REDACTED] a spokesman of the Directorate of Operations, were careful to

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look ahead. From informal remarks of other participants, we believe the comments may have reflected a desire to know more about the prospects for personnel at a time of uncertainty. A missing element in the program was indeed a discussion in depth of personnel matters. Although the presentation of John F. Blake, Deputy Director for Administration, entitled "The Administration of Intelligence," was one of the most enjoyable, its subject was the Agency's state of health rather than the responsibilities of the Directorate of Administration. The need for specific personnel data should be met in future runnings.

11. Among suggestions received for future CIA Today and Tomorrows were:

a. that more innovations in work methods be included. This suggestion came from a staff member of the Office of Training's Typing and Processing (TAP) who felt it would be helpful for other employees to learn of the TAP experience. (We are inclined to think a presentation on new work methods would be useful either as a single subject or as part of other presentations.)

b. that the schedule be given in advance to employees enrolled in the class as an inducement to attend and to prepare useful questions. (This is a desirable goal; however, the fluid state of enrollment has made it impossible to know the actual membership of the class until opening day registration.)

12. Recommendation. This was a successful running. We have no suggestions for major changes but recommend the inclusion of a spokesman for the Office of Personnel in the next running and continuing attention to the inclusion of interesting new work methods in the program content.

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Atts.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

CIA Today & Tomorrow #2-76

FROM:

OTR/SPO

EXTENSION

2365

NO.

DATE

21 July 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/II

21 JUL 1976

AM

2.

C/TSS

3.

EO/TR

01 PPG

✓

4.

D/OT/TR

✓

5.

DDTR

✓

6.

DTR

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7.

C/II

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8.

II/SPO

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15.

This report was drafted in March 1976 but was not put into final form at that time because of the pressure of other programs.

Note: This report was routed to the officers noted at the same time as the course report for #3-76. Their initials appear on the cover sheet of that report.

FORM 3-62

610

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